

Strategic Planning Process Overview for CDPH's Board of Health

Monday, April 26, 2021



Illinois Public Health Institute Team



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IPHI Mission

IPHI mobilizes stakeholders, catalyzes partnerships and leads action to improve public health systems to maximize health, health equity and quality of life for people and communities.

CCCD Purpose

Enhances the effectiveness and reach of local public health systems by collaborating with public health partners to provide training, technical assistance, and support services for community-level health improvement and prevention programs.



Strategic Planning Process



What is Strategic Planning?

Strategic planning is a **process for defining and determining a group's or organization's roles, priorities, and direction over a minimum of three to five years.**

A strategic plan sets forth **what a group or an organization plans to achieve, how it will achieve it, and how it will know if it has achieved it.**

A strategic plan provides a **guide for making decisions on allocating resources and on taking action** to pursue strategies and priorities.

Adapted from: Public Health Accreditation Board

Purpose



Use data, staff and stakeholder input to inform priorities and plans to improve the organization and the community.



Use a strategic plan to guide decision-making, resource allocation, policy, alignment and partnerships.



Develop a meaningful, actionable plan that the organization is committed to implementing.



Critically reflect and strategically take advantage of the opportunities we have with public health elevated.

Strategic Planning Process



Not a Linear Process!

Road Map for the Future



How the community will be improved in the future as a result of the organization



How the organization will be strengthened or improved in the future

The strategic plan will address two very important pieces:

Organization –
Infrastructure

Community - Mission

CDPH Strategic Plan

The Committee and other stakeholders will work carefully to apply an **anti-racism lens** to the strategic planning process

Address and embody **CDPH's guiding principles** that are outlined in Healthy Chicago 2025 that include: **Health Equity, Trauma-Informed, Cultural Responsiveness, and Dismantling Racism**

Plan will include **CDPH's Mission, Vision, Values and SWOT analysis, Priorities with Goals, Strategies and Objectives** for the five (5) year plan

Conduct a **communications audit** that incorporates racial and health equity into the assessment

Conduct a **surveillance/epi assessment** to develop goals and objectives for the system

Assess CDPH Workforce and Other Key Components to **Comparator Health Depts**

CDPH's Process Requirements

Anti-racism
Lens

Address and
Embody
CDPH's Guiding
Principles

Comparator
Health
Department
Analysis

Meaningful
Stakeholder
Engagement

Data Driven
SWOT Analysis
and Strategic
Priorities

Data Driven SWOT Analysis

Review of Secondary Data

- Healthy Chicago 2025
- CDPH Financial Data
- Policy Analysis and Priorities
- Trauma-Informed Transformation Project Survey
- Previous Staff Surveys and Focus Groups
- Workforce Data and Plan
- Performance Data

Communications Audit

Incorporates CDPH's Racial Equity Audit

Staff Survey

Stakeholder Survey

Focus Groups

Key Informant Interviews

Surveillance/ Epi Assessment

Progress and Status

Stakeholder Framework Established

- Strategic Planning Leadership Team (bi-weekly)
- Diverse Strategic Planning Committee (monthly)
- Executive Team (bi-monthly)
- BOH (as needed)

Secondary Data Collection and Analysis

- CDPH Trauma-Informed Transformation Project Survey
- 2018 Staff Survey
- Workforce/Organization Data
- PQMI
- Reaccreditation

Primary Data Collection

- Re-design of Staff Survey with Racial Equity Questions
- E-Team Strategic Priorities Explored
- Communications Audit Underway

Revision of Mission and Vision

- Sub-group of SPC Developed
- Drafted Revised Statements with SPC Input

Timeline for Strategic Planning Process

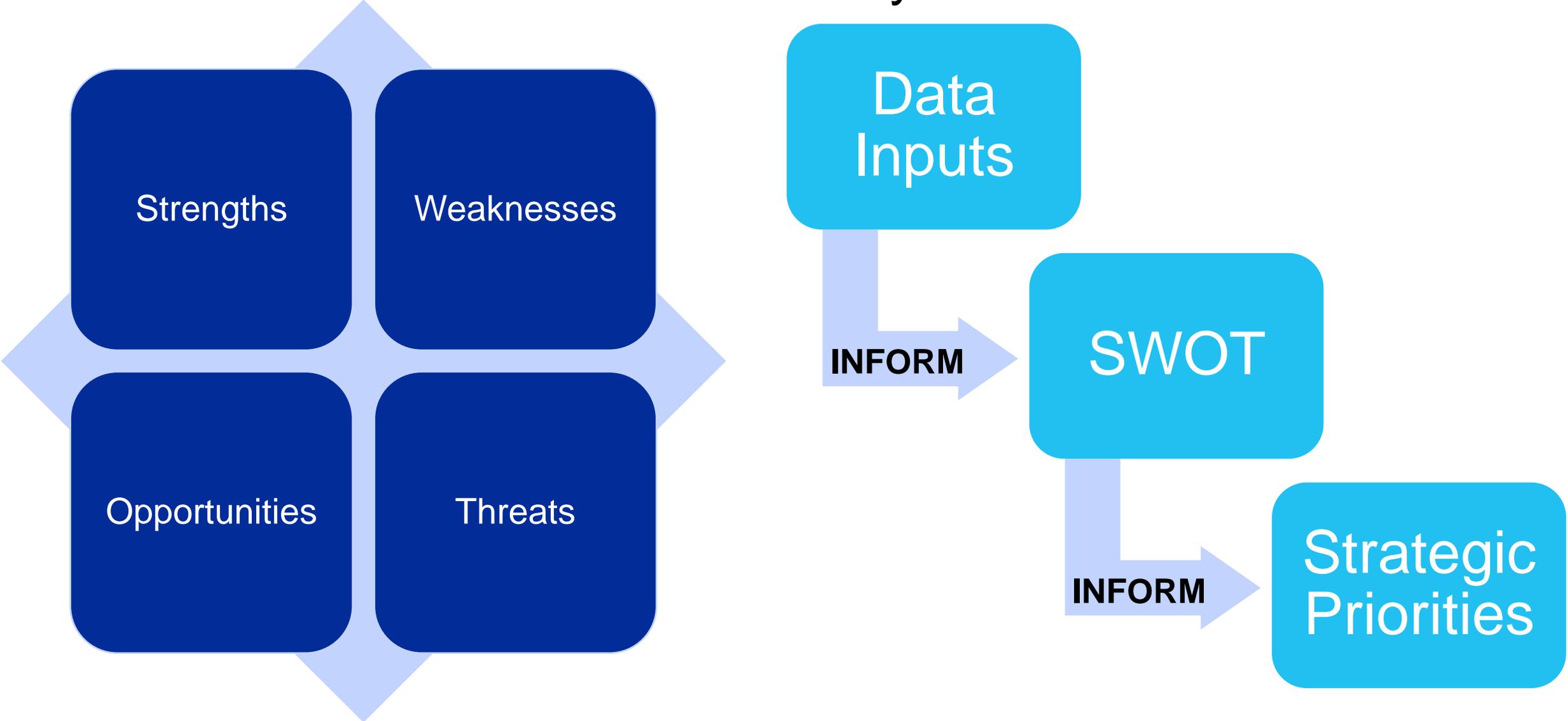
Project Schedule At A Glance

Task	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Stakeholder Engagement	[Yellow shaded area]													
Strategic Planning Committee				Selection		[Yellow shaded area]								
Data Collection	[Yellow shaded area]													
Data Analysis					[Yellow shaded area]									
Sense-Making and Prioritization							[Yellow shaded area]							
Report Writing								[Yellow shaded area]						

Data Inputs for the Strategic Planning Process

- Review of Secondary Data Analysis
 - Performance Management and Quality Improvement Plan(s) and Progress
 - Workforce Development Plan
 - Trauma-informed Survey
 - PHAB Reaccreditation Feedback
 - Staff Satisfaction and Climate Survey
 - Policy Analysis
 - Financial Analysis
 - Racial Equity Audit
 - Communications Audit
 - Surveillance-Epi Audit
 - COVID-19 After Action Report
 - **Stakeholder Survey**
 - **Staff Survey**
 - **Focus Groups**
 - **Key Informant Interviews**

SWOT Analysis





Roles and Responsibilities



SP Leadership Team and IPHI Team

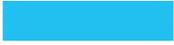
- CDPH
 - Kirsti Bocskay, Director of Performance Improvement
 - Sandi Brown, Deputy Commissioner and Chief Racial Equity Officer
 - Sheri Cohen, Senior Health Planning Analyst
 - Megan Cunningham, Managing Deputy Commissioner
 - Genese Turner, Director, Health Equity and Strategic Partnerships
 - Fikirte Wagaw, First Deputy Commissioner
- Illinois Public Health Institute
 - Laurie Call, Center Director
 - Sarah Gillen, Consultant
 - Samantha Lasky, Program Associate

Strategic Planning Committee Members

- Saul Ayala, Supervising CD Investigator
- Bryan Bautista, Lead Project Coordinator
- Matthew Brill, Sanitarian 2
- Sandi Brown, Deputy Commissioner/Chief Racial Equity Officer
- Katherine Calderon, Director of Public Health Operations
- Sheri Cohen, Senior Health Planning Analyst
- Tilena Connor, CDCI 2/CICT
- Robert DeJesus, Director of Informatics
- Sylvia Dziemian, Program Director
- Margaret Eaglin, EPI 3
- LaKesia Jackson, Public Health Nurse 3
- Crystal Kimbrough, Public Health Nurse 2
- Cynthia Langley, Psychologist
- Regina Meza Jimenez, Grants Research Specialist
- Darlene Nolasco Magana, EPI 2
- Tammy Rutledge, Director of Disease Invest.
- Elizabeth Shane, Infect. Prevention Specialist
- Frankie Shipman Amuwo, Director of Planning/Research
- Latonya Smith, Public Health Nurse 2
- Marlita White, Director of Administrative Services
- Millicent Willis, Director of Administration

Roles of the Teams

- **E-Team (Led by: Dr. Arwady and Sandi Brown)**
 - Co-creates agency strategy and plan formation with SPC
 - Assesses regional and federal trends
 - Listens and integrates data, feedback, and priorities from SPC and external stakeholders
 - Sets high level priorities and goals
 - Directs the execution of the plan as a whole and in partnership with agency leaders
- **SPC (Led by: Dr. Arwady, Sandi Brown, Chair; and a Co-Chair from the Committee? - perhaps co-chair attends E-Team sessions?)**
 - Co-creates agency strategy and plan formation with E-Team
 - Articulates CDPH position based on SWOT, driven by data from internal and external CDPH stakeholders and strategic direction with E-Team
 - Sets operational and programmatic goals
 - Champions the cascade and translation of goals across the agency
 - *Group norms? - attendance in the meetings*
- **SP Leadership Team (Led by: Sandi Brown)**
 - Designs the strategic planning process based on past, current, and future opportunities
 - Integrates CDPH principles into strategic planning process and implementation
 - Aligns data collection activities and goals with agency systems, including performance management system
- **Board of Health**
 - Receives periodic updates throughout the planning process
 - Offer feedback or comment on the planning process



Questions and Feedback





Next Steps

Input on SWOT
Analysis from Primary
and Secondary Data

Feedback on Mission,
Vision, and Values